

BMDB7006

Resilience, Talent and Technology



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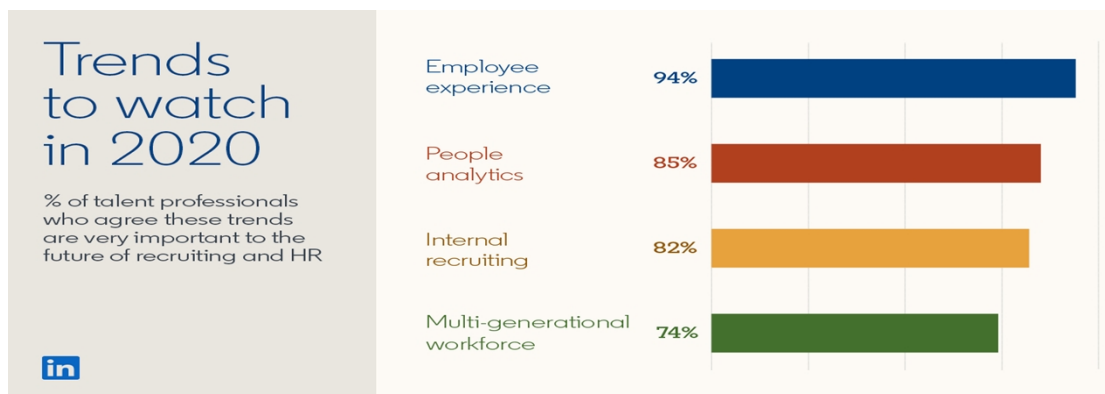
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1. PESTLE analysis

Definition of talent and attract talent

Talent refers to a person who must have the intrinsic characteristics which can make them perform well in his/her existing or future work (Armstrong, 2014, p. 299). The unique way to attract talent is to create a successful 'employee value proposition and employer brand' (Armstrong, 2014, p. 262, p. 299). According to CIPD (2018), with the strong growth of labor demand in the second quarter of 2018, a quarter (28%) said they would use higher starting salaries to attract the talents they needed. According to the latest *Global Talent Trends 2020 report* (LinkedIn, 2020, quoted in Lobosco, 2020) released by LinkedIn, the ways to attract and retain talents in the future include employee experience (EX), personnel analysis (people analytics), internal recruitment and multigeneration employees (see figure 1).

Figure 1: Global Talent Trends 2020 report



(Sources: Lobosco, 2020)

Eight strategies of attracting talent

According to Kristy Murphy (2018), eight best strategies of attracting top talent are following: provide detailed job vacancy, recruit on campus, be flexible recruitment, add welfare, organize competitions, recruit by social media, implement employee recommendation program, shorten employment time (see figure 2).

Figure 2: Eight strategies of attracting talent

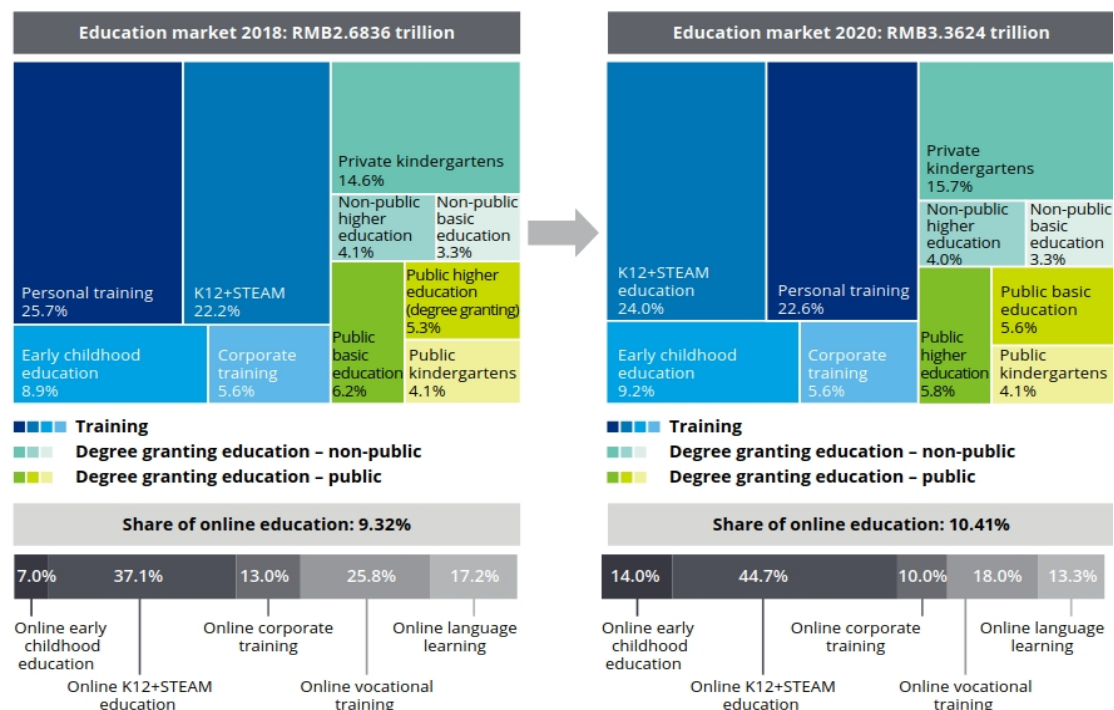


(Sources: Murphy, 2018)

China's education market

According to Deloitte China (2018) prediction, the scale of China's education market will reach 3.36 RMB trillion among which higher education will account for 5.8%, private higher education will account for 4.0% on 2020 (see figure 3).

Figure 3: China's education market



(Sources: Deloitte China, 2018)

PESTLE analysis of the external factors to attract talents in Jiujiang University

A PESTLE analysis is an audit of six external elements influencing on an organization (CIPD, 2020) or a contextual scanning means covering six factors (Armstrong, 2014). Next, I will use PESTLE analysis ways to analyze the external factors influencing Jiujiang University to attract talents (see figure 4&6).

Political factors:

1. Government policy

The 13th five-year plan for the development of national education (2016-2020) in China proposes to optimize the talent training structure and accelerate the cultivation of talents in urgent need of modern industry (GOV, 2017). "Smart Jiujiang" master plan outline (2016-2020) points out that we should attach importance to talent support and create a good atmosphere (JJ, 2016). Jiujiang University is constructing new campuses in order to integrate campus education resources and striving to construct "comprehensive application-oriented university with distinctive characteristics and leading regions" and apply for Master's degree awarding units (JJU, 2020).

2. Political Stability

With the joint efforts of the Central Departments, local Party Committees and Governments, Universities, Employers and the whole society, the employment situation of 2020 university graduates is generally stable, which has made important contributions to the overall situation of "stable employment" and "employment protection" (GOV, 2020).

3. Tax

Income derived from transporting key pandemic prevention materials are exempted from VAT;
Income derived from public transportation services, consumer services and certain express delivery services are exempted from VAT;
Key pandemic prevention manufacturing companies are allowed to apply for the refund policy of VAT credit balance on a monthly basis
From 1 March to 31 May 2020, small-scale VAT taxpayers in Hubei province have been granted temporary exemption of VAT and those in other regions in China have been granted a reduced levy rate of 1%. For certain items subject to VAT prepayment, the levy rate is also reduced at 1%.

PWC (2020) pointed out that the Chinese government will continue to promote the VAT reduction system, expand the VAT preferential policies, and give preferential tax policies to small and medium-sized enterprises during the covid-

19 epidemic. The individual and business income tax rates range from 3% to 45%.

Economic factors

Jiujiang city is a 4-tier city and has low living cost. Jiujiang University is supported by Jiangxi principal government and Jiujiang municipal government. Employees in Jiujiang University have a high annual salary, housing subsidy, research funds, a buffet meat, travel expenses, insurances, and bonuses (JJU, 2020).

Social factors

Population aging and decline in birth rate are big trends of HR in China. Jiujiang university proposes employees' diversity and recruits different level talents through campus recruiting, website or other organization forms. The university provides employees flexible work and the opportunities of career development. (JJU, 2020)

Technological factors

Jiujiang University provides employees with humanistic and personal learning experience to train and retain them through the APP of Easy campus and Learning Pass (JJU, 2020).

Legal factors

Employees sign labor contracts with the school and enjoy various rights stipulated by national laws and school regulations.

Environmental factors

Jiujiang University continuously enhance employees' awareness of morality and environmental protection. The school advocates paperless office and safely green travel, builds waste disposal system, creates a warm and beautiful campus for teachers and students.



(Sources: JJU, 2020)

Figure 4: PESTLE analysis of Jiujiang University

	External factors to consider	Factors affected within Jiujiang university	Importance to organization
POLITICAL	Government policy Political stability Tax Global trade agreements and or restrictions Industry regulations	Great policy support "stable employment" and "employment protection" VAT reduction system Self-management requirements Requirements for self-financing Changes in skills needed to become a teacher/tutor and short time curriculum	M H M M M
ECONOMIC	Exchange rates Local government funding Economic growth / decline Cost of living Labor costs Add perks Salary and treatment	Exchange rates remain volatile Support from provincial and local government Dependent on the enrolment of students Low living cost, Jiujiang belongs to the fourth-tier cities Staff, basic sources and technological resources A buffet meat, travel expenses, insurances, bonuses High annual salary, housing subsidy, research funds	L H H M M M M
SOCIAL	Recruitment ways Lifestyle factors Career attitudes Work-life balance Population demographics	Campus recruiting, organize competitions, referral Employee diversity Respectable and honorable, career promotion Rest on weekend and holiday, flexible work Decline in birth rate, reflecting national trends	M M M M H
TECHNOLOGY	Automation Innovation Disruptive technologies Social networking Upgrades Robotics Artificial Intelligence Security	Campus one-card, Automatic access control system Employee experience, Employee management Smart healthy, Videoconferencing, IoT, Voice assistant Blog, WeChat, QQ, TikTok, website, forum Upgrade at any time or every once in a while Chat robotics, Intelligent service robot Selecting, retaining and training talents Avoiding cybercrimes, privacy leaks and hacker attacks	M H M M H M M H
LEGAL	Employment law Common law Local labour law Health and safety	Regulations Wage rates and National Minimum Wage increases yearly Be flexible Concerns over family-friendly implications, pensions Compliance with the regulations	H M H H M
ENVIRONMENTAL	Environmental restrictions imposed by in-country governments Sustainable resources CSR (Corporate social responsibility) Transportation	A new highway layout near the University may create new dangers for students Paperless office system Waste disposal, Recyclable Increasing awareness of morality and environmental protection Changes to local bus routes, convenient to the street	M M H H M

Figure 5: School scenery



(Sources: JJU, 2020)

Figure 6: PESTLE analysis of Jiujiang University



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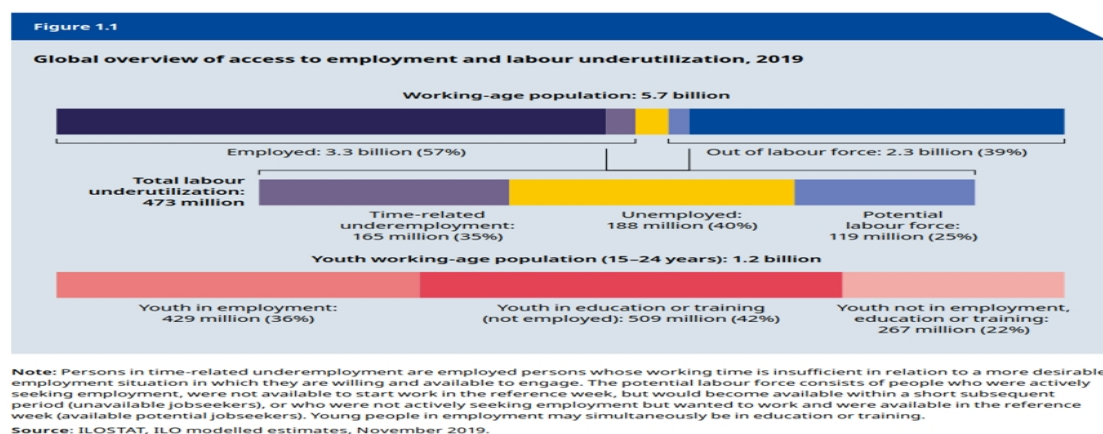
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2. Infographic of the key trends

Global and Chinese labour market trends in 2020 and future

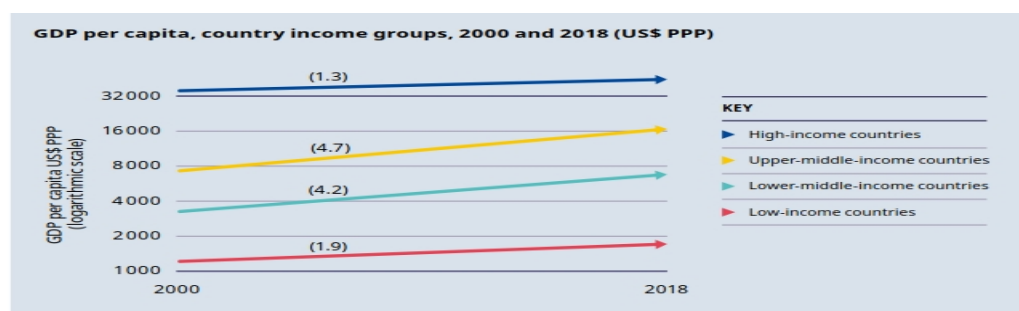
According to ILO (2020), the global working-age population (more than 15 years old) is about 5.7 billion, among which the employed is 3.3 billion, the unemployed is 188 million, the out of labour force is 2.3 billion. The underutilization of total labour is 473 million, among which the underemployment in time is 165 million, the out of labour force in potence is 119 million. The youth working-age population (15–24 years) is 1.2 billion, among which the employed is 429 million, the unemployed is 776 million (509 million are in education or training) (See figure 1.1).



(Source: ILOSTAT, ILO modelled estimates, November, 2019 quoted in ILO, 2020)

The GDP per capita in 2018 respectively were around US\$1,700 (LICS), US\$7,800 (LMICS), US\$16,000 (UMICS), US\$32,500 (HICS) (see figure 1.2).

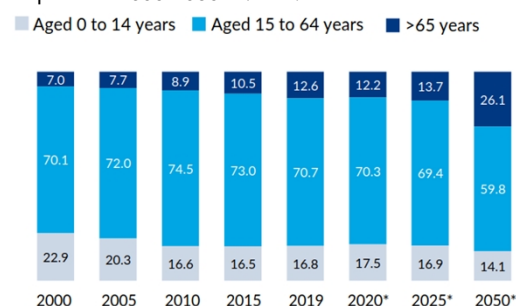
Figure 1.2 GDP per capita, country income groups, 2000 and 2018 (US\$ PPP)



(Source: ILO calculations based on the World Bank's World Development Indicators quoted in ILO, 2020)

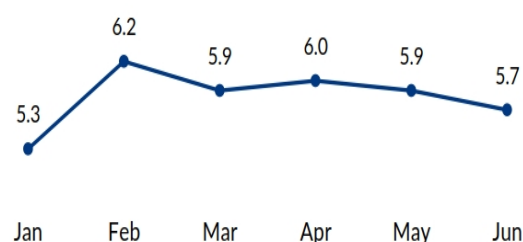
According to GCCC (2020), an aging population is a big trend of labour market in China. The proportion of population over 65 years old respectively is 7.0%(2000), 7.7%(2005), 10.5%(2015),12.2%(2020), and even will be 26.1%(2050). The proportion of population between 15 years old to 64 years old are shrinking, which respectively being 74.5% (2010), 70.3% (2020) and even 59.8% (2050) (see figure 1.3). The urban unemployment rate remains 5.8% from January to June in 2020, respectively 5.3% (Jan), 6.2% (Feb), 5.9% (Mar), 6.0% (April), 5.9% (May), 5.7% (Jun), which brings big challenges for the Chinese labor market. (see figure 1.4)

Figure 1.3: China's Age Demographic Composition of Population 2000-2050 (in %)



Source: NBS; *2025, 2025, 2050 Forecast from World Bank.

Figure 1.4: Urban Unemployment Rate 2020 (in %)

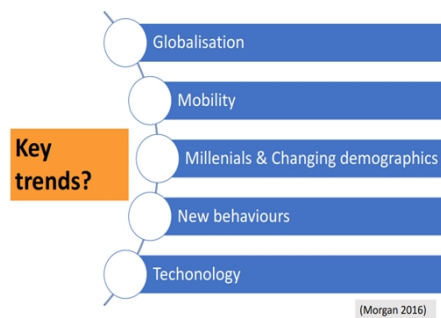


Source: NBS.

(Source: NBS, *2020, 2025, 2050 cited in GCCC, 2020)

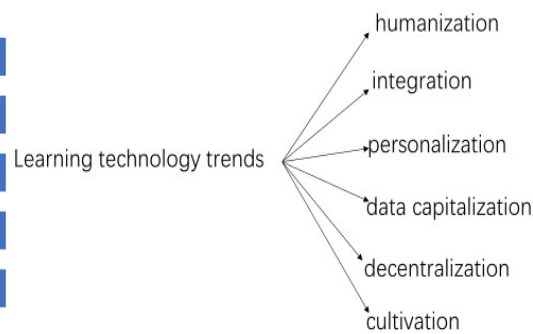
According to Morgan (2017), the key trends of labour market include globalization (no boundaries), mobility (to work at any time, any place or on any device), millennials & changing demographics (new attitudes, expectations & ways of working), new behaviours (shaped by social media & the web), technology (cloud computing, big data & IoT) (see figure 1.5). Rees (2019) points out six learning technology trends, namely humanization (human centric & user experience), integration (holistic perspective), personalization (driven by automation, AI, ML 5G), data capitalization (delivering high quality service), decentralization (co-creative, collaborative & sharing environment), and cultivation (ethos) (see figure 1.6). Deloitte (2018) considers that Chinese education industry should apply new technologies, new motivation models and new management system for tackling more opportunities and challenges.

Figure 1.5: The five trends of labour market



(Source: Morgan, 2016)

Figure 1.6: The learning technology trends

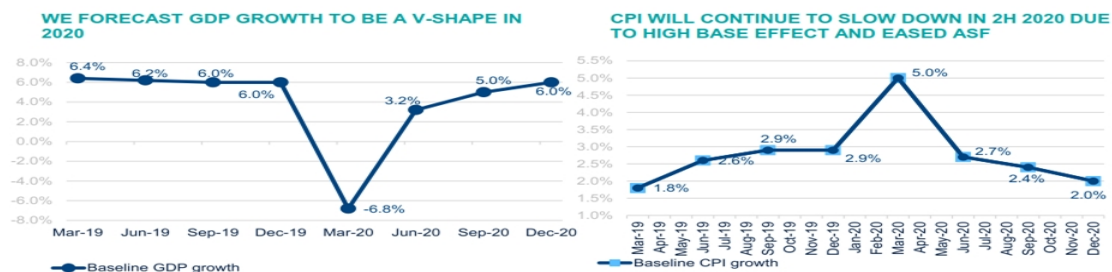


(Source: Rees, 2019)

China Economic Outlook

According to BBVA Research (2020), the GDP growth of China is respectively -6.8% (Q1), 3.2% (Q2), 5% (Q3), and GDP growth in Q4 will pick up to 6% because of impact of COVID-19 epidemic situation at home and abroad. Therefore, the GDP growth forecast in 2020 will remain at 2.2%. The forecast of GDP growth will up to 5.5% in 2021. The CPI prediction will respectively be 3% in 2020 and 2.5% in 2021 (see figure 2).

Figure 2: Forecast of GDP and CPI of China in 2020 and 2021



BASLINE SCENARIO

	2019	2020 (f)	2021 (f)
GDP (%)	6.1	2.2	5.5
CPI (%)	2.9	3	2.5
Interest rate (LPR, %)	4.15	3.65	3.5
RMB exchange rate	7	7	6.8
Fiscal deficit to GDP (%)	-4.9	-6	-4.5

(Source: CEIC and BBVA Research, 2020)

Employment of graduates of China in 2020

GOV (2020) point out that Chinese government take measures to stabilize the employment such as increasing policy recruitment posts (party and government

offices, institutions, state-owned enterprises, teachers, college students' conscription, scientific research assistants, basic-level projects, social governance), expanding the scale of postgraduate enrollment and upgrading from junior college to undergraduate, expanding plans to send young people to work in less developed areas of China, tax cuts and reducing interest rate.

The influence of labor market trend on Jiujiang University

Jiujiang University has currently 353 international foreign students and 241 undergraduate graduates from different countries. The university established Confucius Institutes with Royal Academy of Cambodia in 2009 and with Savannah State University of the United States in 2014 for local students to study Chinese language and culture. The university will recruit 139 excellent talents and 132 high level medical talents at home and abroad in 2020, and has sent lots of teachers to study Doctor program overseas since 2018. The university has set up cooperation projects with many universities at home and abroad (JJU, 2020). Because of the convenience of Internet, employees training and recruitment can be engaged in anytime, anywhere and on any device in Jiujiang University. Because of the digitally-influent generations, Jiujiang university should provide employees with new expectations and ways of working, change employees attitudes and behaviours by social media and the web. The university should set up humanized and personalized employees experiences by automation, AI, cloud computing, big data, and IoT, and develop a free learning culture which is human-centric, personal, integrated, data-rich and collaborative (Rees, 2019).

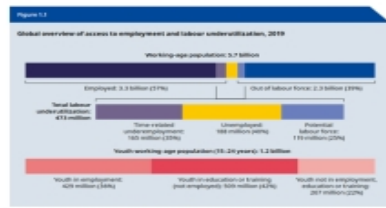


(Source: Morgan, 2017)

Summary: The infographic of the labour market trends

Labor market trends and its influences on Jiujiang University

Figure 1.1



Notes: Potential labour force-related underemployment is an employed person whose working time is insufficient to obtain a more desirable employment situation in which they are willing and available to engage. The potential labour force consists of people who are actively seeking employment, were not available to start work in the reference week, but would become available within a short subsequent period. (Source: ILOSTAT, ILO modelled estimates, November, 2019 quoted in ILO, 2020)

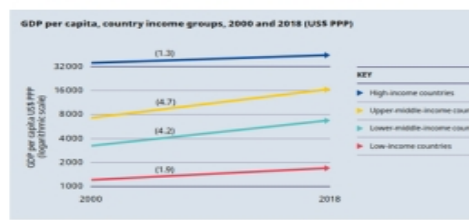
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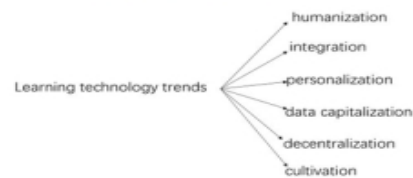
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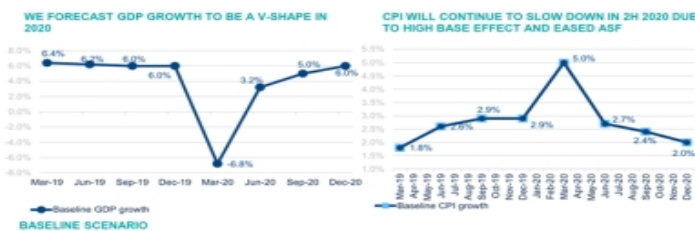
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Figure 1.6: The learning technology trends



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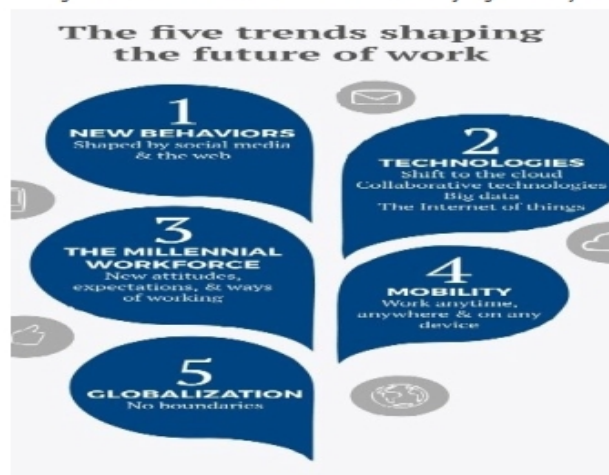
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Fiscal deficit to GDP (%)	-4.9	-6	-4.5

(Source: CEIC and BBVA Research, 2020)

Figure 3: The influence of labor market trend on Jiujiang University



(Source: Morgan, 2017)

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URL: <https://youtu.be/x-6GKTNgR38>

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4. Executive summary of HRM policy operating a Liberal economy

Definition of HRM

HRM is the approaches, policies, or practices to managing employment relations (Bratton and Gold, 2007). HRM refers to the practice and process of attracting and retaining employees, promoting employees career development, dealing with labor relations, and formulating relevant human resource policies (Clegg, Kornberger and Pitsis, 2011). HRM Policies refer to the guidelines or principles that the organization adopts to dealing with HR matters (Armstrong, 2014).

CMEs and LMEs

Coordinated market economies (CMEs) or Social market economies (SMC) are the economic policies that some countries (such as Germany, Japan and China etc.) adopt to constructing the core competencies relying on collaborative, non-market organizational relationships (Yzabellune, 2017; Dudovskiy, 2016; Hall & Soskice, 2001 quoted in Wong, 2006).

Liberal market economies (LMEs) or free market economies are the economic policies that some countries (such as US, UK, Canada etc.) adopt to coordinate business activities depending on hierarchical and competitive market organizational relationships (Yzabellune, 2017; Dudovskiy, 2016; Hall & Soskice, 2001 quoted in Wong, 2006).

Industrial Relations

Industrial relations, also called employers and employees relations or labor management relations are the area of public labour policy that some countries (such as Germany, China etc.) adopt to protect the rights of trade union workers (Fernando, Muraleedharan and Satheesh, 2017, P. 421). In China, Labor relations are established on collective bargaining such as trade unions or other

specific association (Dudovskiy, 2016), therefore the Labor relations are solid, stable, fair, long term, high trust, no low wage competition and no industrial strike (Yzabellune, 2017; Batt, Nohara & Kwon, 2010). In UK, Labor relations are coordinated and negotiated in the organization, therefore the Labor relations are weak, unfair, short term, low trust, expensive cost and high industrial strike (Yzabellune, 2017; Dudovskiy, 2016; Haxhi, 2015; Batt, Nohara & Kwon, 2010).

Employee Relations

Employee relations involve the management and maintenance of employment relationship, how management and employees living together, and taking into account psychological contract (Armstrong M, 2014). In China, Employee relations are longer and higher trust relationship and employees enjoy permanent contracts. In UK, Employee relations are shorter, lower trust, highly mobile and employees have short term contract but can be renewed (Dudovskiy, 2016).

Corporate governance and financial markets

Corporate governance is a means taken by company to better the relationship and interaction with various stakeholders of the company, such as government, investors, consumers, workers, business partners, NGOs and ultimately realize the long-term value of shareholders and stakeholders (Fernando, Muraleedharan and Satheesh, 2017, P. 41). Financial markets refer to the capital or monetary markets based on the capital exchange between lenders and borrowers (Adambekova and Andekina 2013). The corporate governance and financial markets can impact business activities of corporate. In the LMEs, most of the determining rights are dominated and executed by the company's shareholders. However, most determining right are carried out by specific managers appointed by the board of supervisors in CMEs.

HRM policy in Jiujiang university by using liberal market economics

As for Jiujiang university, if it needs to apply LMEs, the university should change HRM policies in such major aspects as in industrial relations, employee relations, University governance & financial markets, inter-university relations (Höpner, 2005, p.333; Dudovskiy, 2016). Specific measures are following:

1.Introduce competition mechanism to attract and retain high quality professionals; establish performance appraisal system, rewards for good performance and penalties for poor performance, award career promotion and demotion (Croner-I, 2020).

2.Strengthen communication between senior leaders and all employees, create more diversity space for employees' voice and management practice, and establish closer supervisor employee relationship and more positive employee relationship atmosphere (Edwards and Rees, 2017).

3.Strengthen cooperation with other universities, share knowledge platform, and save research and development costs.

4. Support innovation and breakthrough, establish a good relationship and interactions with all stakeholders, maximize the benefits of stakeholders and shareholders.

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5. 30-minute presentation

URL: <https://www.slideshare.net/ssuserb2e840/how-will-agility-amp-resilience-impact-on-hr>

(Press down the control key and click)

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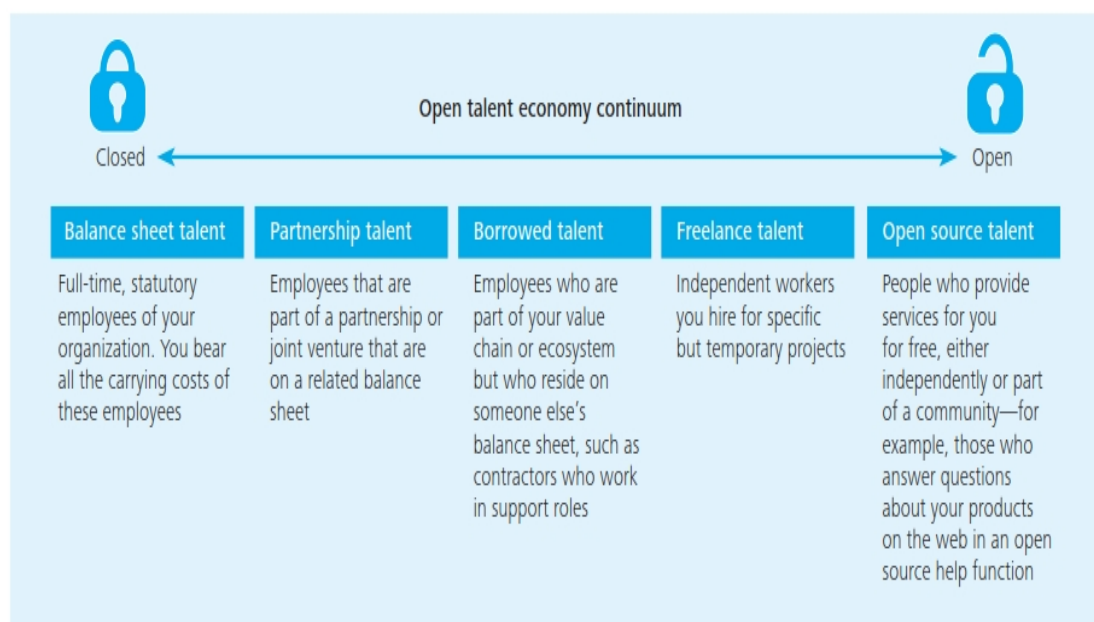
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6. A critical analysis of Atkinson's Model

Open talent economy

Closed or Traditional talent economy, also called balance sheet talent, is a static, stable and full-time business ecosystem in which employers provide employees with salaries and benefits (Barry, Liakopoulos & Schwartz, 2013; Kosinski, 2014). Open talent economy is a kind of cooperative, technical supported, transparent, rapid circulation of business mode. It is not business cost but an asset and strategic investment which will help improve organizational performance through a complex business system in which obstacles between organizations have also become easy to penetrate, giving way to borderless workplaces (Liakopoulos, Barry & Schwartz, 2013). Closed and open talent is a continuum of mature talent and co-exist in every organization, including talent of balance sheet, partnership, borrowed, freelance, and open source according to their open degree (Barry, Liakopoulos & Schwartz, 2013; Liakopoulos, Barry & Schwartz, 2013) (see figure 1).

Figure 1: Continuum of Open talent economy

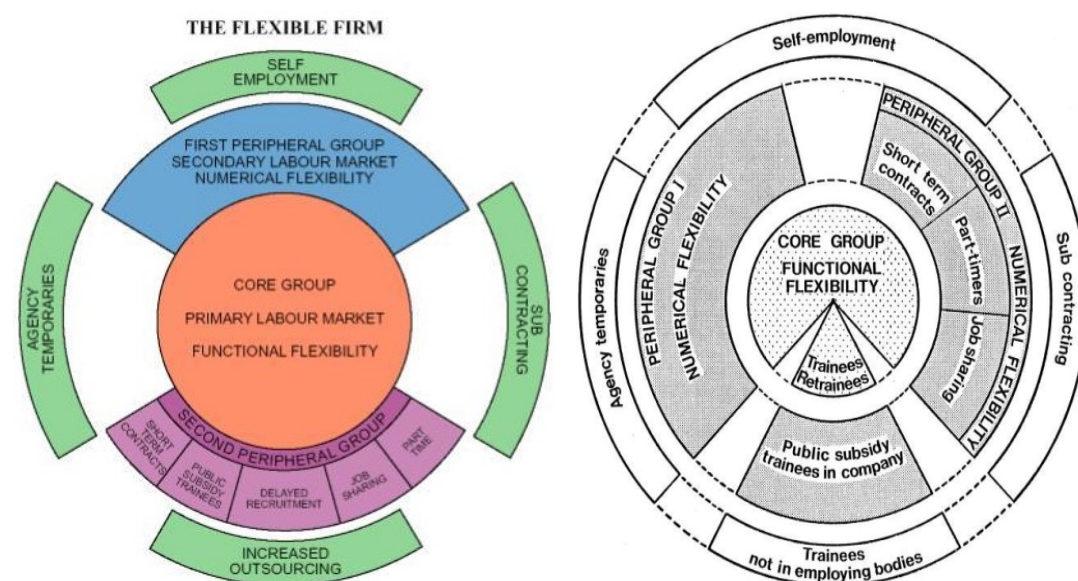


(Sources: Barry, Liakopoulos & Schwartz, 2013; Liakopoulos, Barry & Schwartz, 2013)

The flexible firm model

Firstly proposed by John Atkinson in 1984, the flexible firm model is one that implement flexible staffing deployments to deal with the competitive, volatile and unpredictable business market (CIO Wiki, 2018; Seán Lea, 2018). Organization's employees in the flexible firm model is composed of core groups and peripheral groups. The core groups include full-time and internal employees who are primary, vital, stable, functionally flexible in one organization because of their high-level skills, profound knowledge, or rich experience. The peripheral groups consist of the first peripheral group (that are secondary, volatile, part-time and numerically flexible employees because of their low skills or experience and plentifully supplied labor market) and the second peripheral group (that consists of agents, outsourcing and subcontractors)(see figure 2) (Papatheodorou, 2015; Bruurmijn, 2017). According to Atkinson (1986, quoted in Bagher and MacKerron, 2018), organizational flexibility has four different forms: functional, numerical, distancing and financial flexibility.

Figure 2: The flexible firm model



(Sources: Atkinson, 1984 quoted in Bruurmijn, 2017) (Sources: Atkinson, 1985 quoted in Papatheodorou, 2015)

Critical analysis on Atkinson's model

The dichotomisation hypothesis of core group and peripheral group in Atkinson's model is oversimplification and only a tool to preserve firm flexibility (Pollert, 1988; Kalleberg, 2001 quoted in Papatheodorou, 2015). Organizations should study the relationship between functional and numerical flexibility and combine them into a new way (Furåker et al., 2007 quoted in Papatheodorou, 2015). Moreover, Atkinson's model only defines the organizational flexibility, not conceptualize the employees' flexibility and ignore the influence of psychological contract (individual's perception to the contract) on the formal written contract (Coyle-Shapiro & Parzefall, 2008). However, peripheral employees seem to have fewer opportunities for training and development at work and receive less benefits and are likely to be laid off or dismissed in a recession. In fact, Temporary jobs often prove to be a screening process for hiring permanent employees and self-employed workers generally have specialist skills (CIO Wiki, 2018).

Its impacts on Jiujiang University

Through analysis of open talent economy and the flexible firm model, it is necessary to adopt flexible work arrangements to manage adversity for Jiujiang University. In order to meet the development need of Jiujiang University, it is a flexible way to adopt open talent economy to absorb in and retain excellent talents. When the University is in recession and need to lay off employees to remain competitive, the periphery groups such as outsourcing groups, part-time staff and inexperienced members will be reduced based on the guideline of flexible firm model (Seán Lea, 2018). There are many difficulties in the implementation of flexible work arrangements, and it will have a negative impact on the career development of employees. Therefore, we should pay more attention to customer needs and employee availability in the implementation process, and ultimately enhance the diversity of talents (Michielsens, Cecili Bingham and Clarke, 2013).

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7. A model of Human Resource factors

Definition of Resilience

Bardoel et al. (2014, quoted in Stokes, 2018) describes that resilience is the capacity to bear and live through challenges through cultivating capacities of individuals, teams and organizations. As a static individual trait and ability and dynamic process, Liua et al.(2019) analyzes resilience from a multidisciplinary perspective. They think resilience is the skills and abilities to bounce back under the context of occupation, great pressure and change, violent environmental events and survive and develop in competition.

Definition of Organizational Resilience

Organizational resilience is the ability to recover from unforeseen, stressful and disadvantageous contexts or restore by developing, expanding and even creating new opportunities (Lengnick-Hall, Beck and Lengnick-Hall, 2010). Goldschmidt, Paiva, and Irigaray (2019) point out that organizational resilience is a dynamic, procedural, and eco-systematic capacity (individual resilience) and process (system resilience) to rebound from the context of conflicts, adversity, and failures by activating elements or assets in internal (subjective) and external (objective) plans to ensure the sustainability of the results of resilience and the expansion of resilience. Organizational resilience is the capability to respond to rapid changes or predict and prevent unexpected threats (North and Varvakis, 2016).

Human Resource Factors influencing Organizational Resilience

Most of existing work on resilience of HRM are involved in employee well-being, performance, and effectiveness from different levels of gender, technology, psychology and organizational development (Stokes, 2018). Individual resilience is the ability to balance between work and life, depersonalizing events

and positive framing which is reflected around four dimensions : emotions, relations, actions and being (Parkin , 2020). Team resilience is the collective potential or adaptability of team innovation and change to meet the needs of difficult or novel situations. It has four qualities: learning orientation, clear objectives, positive relationships, and diversity (Soon and Prabhakaran, 2017, quoted in Parkin , 2020). Organizational resilience can be structured by an exploitative-explorative dynamic of organizational ambidexterity. Exploitative organizational behavior adopts existing organizational resources to ensure the organizational or employee's well-being and performance by avoiding risks and seeking certainties. Explorative organizational behavior adopts critical perspective to innovate, create and discover new knowledge, resources and contexts by embracing risks and uncertainties (Stokes, 2018). Lengnick-Hall, Beck and Lengnick-Hall (2010) argue that organization resilient capacity is formed by organization-level abilities and routines of cognition, behavior and context. Cognitive factors include sense, value, vision to organization and language use. Behavioral factors consist of proficient resourcefulness, counterintuitive agility, useful habits and behavioral readiness. Contextual factors are composed of psychological security, deeply social capital, decentralized power and responsibility, and extensive network resources.

JD-R Model

According to Simon (2012), the job demands-resources are resources from team (team culture and climate), organization (senior leadership support, supportive HRM policies, and clarity of organizational vision, climate, support), person (self-efficacy, optimism, resilience) and job (supervisor support, career development, autonomy, and role clarity) . The JDR model, the widely used model, shows how team resources, organizational resources and job resources directly influence work engagement/well-being, and how work engagement influences commitment, in-role performance, extra-role performance.

Relationship between Engagement, Commitment and Performance

Organizational commitment is the employees' psychological attachment to the organization (Armstrong and Taylor, 2014, p.185), including three aspects: affective commitment (strong desire to retain and a sense of pride, positive), normative commitment (a sense of morality or obligation) and calculative commitment (a willingness to retain, negative)(Cesário and Chambel, 2017, p.153). Meyer et al. (1989, 2002, quoted in Cesário and Chambel, 2017) proves that the three factors of commitment have an impact on employees' work, achievements and employee performance.

Macey et al (2009, p. 7, quoted in Armstrong and Taylor, 2014, p.194) states that engagement is an individual's objective to be achieved through personal initiative, adaptability, effort and adherence to organizational goals, including intellectual, affective and social engagement. Cesário and Chambel (2017) describes that work engagement is the degree of employee involvement in work or identity as a concept of multidimensional motivations including physical, cognitive and emotional aspects. Engagement consists of three components: commitment, motivation and organizational citizenship behavior (OCB), among which they have the same notion in certain degree and overlap. For example, engaged employees have positive attitudes with their job; affective commitment results in work engagement; motivation is the intrinsic factor of engagement and intrinsic motivation leads to employee engagement who feels their work is valuable; job satisfaction and organizational commitment result from OCB; Engaged employees have strong job satisfaction which lead to work engagement(Armstrong and Taylor, 2014, p.196).

Evaluation of organizational resilience model application in Jiujiang University

Through the above analysis, I designed the organizational resilience model for Jiujiang University (see figure 1). The guideline of organizational resilience model is to improve job engagement and prevent job burnout. It combines four factors, such as employee cognitive factors (commitment), employee

behavioral factors (performance management), contextual factors and organization resilience. This model is also flexible because it can be adapted to the specific environment in which it is applied. In addition, it can also be used as a tool to understand the potential psychological dynamics in the process of stress and motivation. Last but not the least, this model plays an important role in the process of prioritizing and operating future behaviors to improve job engagement and prevent job burnout.

Figure 1: organizational resilience model in Jiujiang University

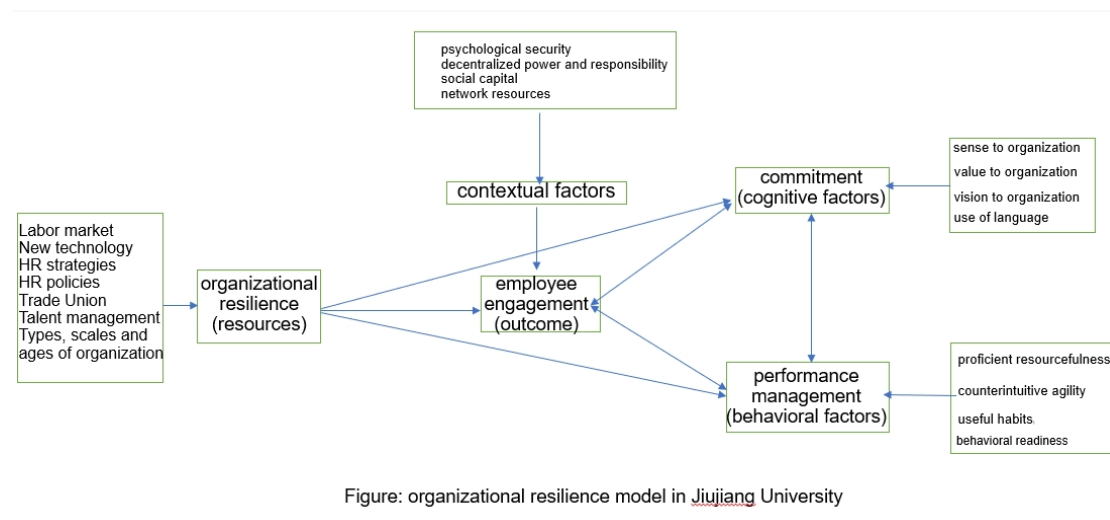


Figure: organizational resilience model in Jiujiang University

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